DOCUMENT RESUME

ED 412 660 EA 028 760

AUTHOR	Sarason, Seymour B.; Lorentz, Elizabeth M.
TITLE	Crossing Boundaries: Collaboration, Coordination, and the Redefinition of Resources.
ISBN	ISBN-0-7879-1069-4
PUB DATE	98
NOTE	170p.
AVAILABLE FROM	Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104-1310.
PUB TYPE	Books (010)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	Charter Schools; *Collegiality; *Cooperation; *Coordination; Educational Improvement; Elementary Secondary Education; Futures (Of Society); *Organizational Change; Theory Practice Relationship
IDENTIFIERS	*Paradigm Shifts

ABSTRACT

Educational improvement efforts are doomed as long as schools are viewed as unique organizations. The concepts of coordination and collegiality are key to all organizations, especially schools. The introduction to this book discusses the charter-school movement, which judges existing school systems as inimical and intractable to achieving improved educational outcomes. Chapter 1 discusses emerging paradigm shifts as applied to organizational life, using Albert Gore's coordination-oriented Reinventing Government program and the Constitutional Convention of 1787 as examples. Chapters 2 through 6 explore the general significance of five key themes essential to applying the new paradigm shift: the way we ordinarily define people as resources; the obstacles to redefining resources; the role of networks in maximizing application of resources; the special role and characteristics of the network coordinator; and the way resource exchange energizes and reinforces collegiality and a sense of community. The epilogue refocuses on public schools, descendants of a highly regimented, factory-model, organizational structure that tamed and socialized immigrant children to their future role as laborers. A new organizational paradigm of coordination and collegiality should help schools and their students realize their full potential. Contains 44 references. (MLH)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****